

EXECUTIVE PERSPECTIVES ON TOP RISKS for the Near- and Long-Term

Unprecedented change and disruption shaping a new future for the aerospace and defence industry

This is Protiviti's first-ever Top Risks commentary focused on the global aerospace and defense (A&D) industry. Our 2025 Top Risks Survey findings indicate A&D is in a period of transformation driven by geopolitical tensions, technological change and disruption, shifting economic priorities, and evolving workforce dynamics. If organisations want to remain relevant and profitable, proactively driving change from within is a must.

2-TO 3-YEAR OUTLOOK: TOP 10 RISKS

- 1 Cyber threats
- 2 Adoption of AI and other emerging technologies requiring new skills in short supply
- 3 Economic conditions, including inflationary pressures
- 4 Rapid speed of disruptive innovations enabled by new and emerging technologies and/or other market forces
- 5 Operations and legacy IT infrastructure unable to meet performance expectations
- 6 Social media developments and platform technology innovations
- 7 Geopolitical shifts, regional conflicts and instability in governmental regimes
- 8 Access to capital/liquidity
- 9 Talent and labour availability
- 10 Third-party risks

Results are based on a survey of 1,215 board members and C-suite executives worldwide. The full survey report, Executive Perspectives on Top Risks, can be accessed at erm.ncsu.edu or protiviti.com/toprisks. It includes detailed breakdowns of the results by respondent role, industry, geography, organisation size and other categories.